United Nations E/ICEF/2009/4

Economic and Social Council

Distr.: General
12 December 2008

Original: English

For discussion

United Nations Children's Fund
Executive Board
First regular session 2009
4-6 February 2009
Item 4 of the provisional agenda*

Follow-up to the Evaluation of Gender Policy Implementation

Summary

This document responds to the request made by the Executive Board in its decision 2008/10 to receive at its first regular session of 2009 a management response to all recommendations of the Evaluation of gender policy implementation in UNICEF, including actions and time frames for completion. The document also reports on mechanisms put in place by UNICEF to ensure and track timely implementation of the evaluation recommendations in accordance with the management response.

1. The evaluation of gender policy implementation in UNICEF was completed in early 2008 and presented to the Executive Board in June 2008. The findings of the evaluation were taken into account in the midterm review of the UNICEF medium-term strategic plan (MTSP) (E/ICEF/2008/18); in addition, a one year organization-wide action plan was developed to take forward the recommendations.

2. The evaluation's findings coincided with other significant developments on gender issues, in particular the ongoing efforts towards United Nations system-wide coherence, proposals to strengthen the United Nations gender architecture, and the accompanying reaffirmation by Member States of the centrality of gender equality in the work of the United Nations at country level; and the 2007 triennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/62/208), which stressed the need for effective commitment to gender mainstreaming across the United Nations operational activities. Together with the evaluation, these developments support and strengthen the commitment and

* E/ICEF/2009/1.

08-64797 (E) 080109

effectiveness of UNICEF in advancing gender equality through its country programmes of cooperation, its global advocacy, and the other areas of its work.

3. Coupled with these developments, the evaluation has stimulated UNICEF to develop its vision for gender equality as follows:

> *UNICEF champions gender equality in all its actions, and contributes through advocacy and partnerships to a gender-equal world where all human beings — women, men, girls and boys — are acknowledged and treated as equal in dignity and in rights; where women's and girls' empowerment and capacities are recognized and realized as prerequisites for achieving political, social, economic, cultural and environmental security for all; and a world that nurtures and grows gender-equal generations.*

4. Accordingly, UNICEF, working together with partners at national, regional, and global levels, aims to strengthen its capacity and operations such that:

(a) UNICEF policies and procedures provide its staff and partners with capacity to effectively contribute to realizing the equal rights of girls and boys, women and men, and their full participation in the social, political, cultural and economic development of their communities;

(b) UNICEF has the knowledge and ability to engage with and help to mobilize national and international development partners, civil society and youth organizations, leaders of women's and religious movements, to join together for social change that leads to gender equality;

(c) UNICEF works with partners to collect, analyse, and disseminate data disaggregated by sex and age to reveal and strengthen the understanding of gender inequality in all spheres of life relevant to the mandate of UNICEF;

(d) UNICEF promotes evidence-based laws, practices, policies and budgets to advance gender equality;

(e) UNICEF supports efforts to empower women at family, community, and national levels to enable their full and equal participation in economic, social and political life;

(f) UNICEF works to ensure equal access, participation and quality of basic social services for girls and boys, so that both may enjoy the highest attainable standard of health, nutrition, education and protection, including in emergencies and post-crisis transitions, and develop to their full potential;

(g) UNICEF promotes and helps to strengthen a protective environment of laws, policies, social attitudes and norms that ensure that girls, women, boys and men live free of violence, abuse and harmful practices;

(h) UNICEF supports governments and people to respect, protect, promote and fulfil the rights established in the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women;

(i) UNICEF promotes gender equality in its staffing, as in its programmes of cooperation, and as such, is committed to creating an enabling, innovative and results-based working environment that promotes respect and participation by all.

5. This report presents the response of UNICEF to the recent evaluation, and describes the actions taken in 2008 and planned for 2009, laying the foundation for

a long-term and sustained improvement of the organization as an effective champion for gender equality. It covers progress since the evaluation's publication in April 2008 and plans for the future across the organization. It includes, the annex, the management response to the evaluation's recommendations, indicating actions taken in 2008 and those planned for 2009. The results achieved in 2008-2009 will be supported in the 2010-2011 biennial budget and future programmes of cooperation.

6. In 2008, steps were taken to mobilize all parts of the organization to respond to the evaluation's findings. A wide dissemination effort was undertaken to make the evaluation report available to headquarters divisions and regional and country offices. Using the evaluation report as a centrepiece to focus discussion and planning, a Gender Task Force was established including all regions and key headquarters divisions, chaired by the Director, Policy and Practice. The Gender Task Force performs an overview function whereby divisions and regions advise on the steps they have taken to improve performance on gender mainstreaming. It also serves as an ideas forum, which will contribute to the review of policy and procedures, and provide technical expertise for the elaboration of new policies, programme development and advocacy tools.

7. As announced at the 2008 annual session of the Executive Board, a position at the D-1 level has been established to provide full-time coordination of the gender evaluation follow-up, including taking forward and monitoring the decisions of the Task Force. The position was filled in August 2008. In 2009, the global consultative process and collaborative work for the development of clear measurable objectives, effective and multi-layered strategies and activities, and monitoring and reporting, will be accelerated.

8. As an immediate accountability measure, all relevant headquarters divisions and regional offices, in consultation with country offices, were tasked to develop complementary plans for gender evaluation follow-up and capacity development. Together, these plans are guided by the evaluation's recommendations, and have been incorporated into a one-year organization-wide action plan, which will be monitored by the Gender Task Force. Regional and division directors will report on their progress in following-up the gender evaluation through their annual reports, and the Director, Policy and Practice, will provide senior management with regular reports on progress. Periodic regional management team reviews and discussions will be used to assess reported progress, and to further guide strategies and actions at regional a d country level.

9. At the country level, the use of gender reviews is providing a further basis for accountability. While an earlier programme instruction to undertake gender reviews at least once during programme cycles has not yet been fully implemented, this instrument will form part of the response to the gender evaluation in all regions. Some regions are also developing innovative governance and accountability approaches that draw on a combined system of focal points, monitoring by regional and country level management teams, and annual performance evaluation reviews to measure progress.

10. Strengthening the organization's own internal systems and processes will be an important contribution towards making UNICEF a strong partner for gender equality. The civil society partnerships function will provide a foundation for strengthening partnerships on gender issues, and linking them more closely with the

work of UNICEF in the technical programme sectors. UNICEF will also make its own tools for advancing gender equality available to partners.

11. As recommended by the evaluation, UNICEF is updating its gender policy. through a consultative process and is undertaking a review of existing literature, building on related research, and utilizing an internal and external network of expert sources as part of the updating process. The revised policy will cover advocacy, technical, partnership, capacity-building, and operational aspects of UNICEF work for gender equality.

12. Gender equality is also being addressed in the context of the organizational improvement initiatives, including the Dynamic Programming Initiative, the Organizational Performance Management and One ERP Initiative. While the Dynamic Programming Initiative is looking into ways to more strongly incorporate cross-cutting strategies and approaches in different country contexts (including the human-rights based approach to programming and gender discrimination), work is under way to ensure that the Organizational Performance Management and One ERP Initiatives also include appropriate quality assurance mechanisms that measure these cross-cutting aspects of UNICEF work.

13. UNICEF is strengthening its staffing capacity for addressing gender equality. The Gender, Rights and Civic Engagement Section in headquarters, accountable for leading gender mainstreaming, was further strengthened with the addition of a Quality Assurance Manager, and a Knowledge Management Specialist. Furthermore, with a view to addressing longer-term needs, both at headquarters and field levels, the instruction for preparation of the 2010-2011 integrated budget called for strengthening capacity for programming gender equality results to be a priority for the coming biennium.

14. To enhance gender expertise in UNICEF, some regions and headquarters divisions are considering the potential designation of gender advisors, while others will acquire more short-term support. Particular attention, and specialized resources, will be assigned to the strengthening of gender capacity in each of the MTSP focus areas. Thanks to the development of global and regional rosters of experts, headquarters, country and regional offices will be able to access sector and context-specific expertise. This resource development work will be undertaken by the Programme Group in collaboration with the Division of Human Resources.

15. Efforts to boost UNICEF gender equality training are under way. A revised gender module of the UNICEF Programme Process training will be issued in 2009. Supplementing this, UNICEF is collaborating with the United Nations Development Fund (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Development Fund for Women (UNIFEM) to produce a common e-learning package on gender mainstreaming. It will provide staff of the United Nations agencies with a common foundation on gender mainstreaming, not only supporting each agency's cooperation with national partners, but also the development and implementation of joint programmes, either on gender equality specifically, or for the integration of a gender equality perspective in programme sectors. In addition, as a capacity development initiative for UNICEF and its partners, UNICEF is finalizing a learning package on the relationship between the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women. This highlights ways to use the two instruments in tandem, as well as operational approaches for making children's and women's rights

programming complementary and synergistic. Related efforts have been made to strengthen the incorporation of the Convention on the Elimination of All Forms of Discrimination against Women into the work of UNICEF, particularly by supporting the national reporting processes for the Convention. New guidance for country offices on supporting reporting for the Convention has been developed and disseminated, and establishes the Convention on the Elimination of All Forms of Discrimination Against Women as a normative basis of UNICEF programme cooperation.

16. Further integration of gender aspects as a standing priority in the work of the Division of Human Resources has helped to link issues of gender equality in programming with the drive for gender parity and diversity in staffing. This includes (a) gender parity guidelines issued to each hiring office; (b) strategic recruitment drives aimed at identifying qualified, female candidates for functional areas and for senior levels where parity is of particular concern; (c) the incorporation of gender in organizational learning, ranging from the revision of the Senior Leaders' curriculum to the induction of the New and Emerging Talent Initiative cohorts; and (d) the revision of the Competency Framework for candidate assessment. This emphasis on gender parity supports the development and integration of behavioural indicators to gauge gender and diversity and is being integrated into the revised Performance Evaluation Review system. Additional work will be undertaken to assess existing staff capacity and analyse persisting gaps. The newly generated information will be used to further support and orient ongoing talent management and learning projects, as well as to monitor workforce statistics.

17. In the area of development programming, the gender evaluation's findings have significantly influenced revisions to the extended MTSP through the 2008 midterm review process. In the revised MTSP Results Framework, gender results are reflected more strongly. Sex-disaggregated data are required to be used for reporting on results and monitoring of Executive Board-approved country programme documents, to ensure that they meet quality assurance criteria for gender mainstreaming. Meanwhile, UNICEF has reviewed the availability of tools and guidance to support gender mainstreaming. Specific guidance on gender has been produced for situation analyses of children and women. Regional offices have also been proactive in developing programme guidance.

18. These initiatives will be supported by the development of sector-specific guidance for each of the MTSP focus areas. This urgent task is being pursued by the Programme Group to enhance the capacity of sector-based programmes to help deliver gender equality results. Sector-specific guidance will address aspects such as the generation of sex-disaggregated data; working with men and boys; exploring measures to increase women's decision-making capacities while empowering women to take on these new roles; challenging negative gender stereotypes while supporting female role models; and promoting life skills-based education with a gender focus. The sector guidance will also establish benchmarks for incorporation of gender equality in programmes.

19. Intensive and accelerated work on addressing gender issues has been taking place in the humanitarian area, encouraged in large part by the gender evaluation. A dedicated gender/human rights advisory position has been established within the Humanitarian Policy Section of UNICEF headquarters. In an initial phase of work, a global effort to strengthen gender equality in humanitarian response has been

initiated in six countries. Additional gender expertise has been recruited to manage and lead this effort aimed at ensuring that gender is more systematically addressed in systems and procedures, including humanitarian appeals and policy guidance, as well as in the revised Core Commitments for Children in Emergencies, to be finalized in 2009.

20. In a second phase of work, support will be extended to additional countries affected by humanitarian crises. In addition, UNICEF will aim to enhance surge capacity and the placement of gender specialists in selected emergency-affected situations. There will also be a greater focus on strengthening the contribution of UNICEF to addressing gender inequality in inter-agency processes, programmes and policies. Within the humanitarian reform agenda, UNICEF has been designated by the Inter-Agency Standing Committee to co-lead the gender-based violence sub-cluster together with UNFPA. Support to a broad-based approach to gender-based violence will accordingly be included in this second phase.

21. The actions to improve UNICEF capacity to programme for gender equality results, outlined above and in the annex, require significant allocation of resources. This will be financed in the overall framework of the organization-wide action-plan through a combination of sources: the reallocation of existing budget envelopes; special allocations; and the injection of additional funds, including other resources, to be sought as appropriate. The longer-term plan for institutional change will be financed mainly through the 2010-2011 biennial budget, including both regular and other resources.

22. UNICEF has maintained and will strengthen its focus on working at global level with United Nations partners, to increase its contribution to inter-agency efforts, in line with the recommendations of the evaluation, as outlined in the annex. UNICEF continues to participate in the Working Group on Gender Architecture reform, and as part of the core team within the Inter-Agency Network on Women and Gender Equality, the organization is contributing to the preparations for the development of the Secretary-General's Campaign on Violence against Women.

23. UNICEF is also continuing to support updates made to the common country assessment (CCA)/United Nations Development Assistance Framework (UNDAF) Guidelines of the United Nations Development Group. These emphasize gender analysis and gendered approaches to issues revealed during the CCA or other analytical country process. Hyperlinks to the appropriate tools on gender training and analysis are maintained, providing technical guidance to staff around the world.

24. The gender evaluation helps strengthen the drive of UNICEF for continuous improvement in its programme work and overall management. It makes practical and concrete suggestions, supporting the organization's work to address and improve diversity, equity, and creativity within its programmes and working environment.

Annex

Management response

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
Policy			
1. A. **Update gender policy** UNICEF maintains the core elements of its 1994 gender policy (promotion of gender equality, continued support for selected gender-specific programmes, special attention to the girl child), but updates the policy to also reflect: (a) A clear rationale and business case for continued promotion of gender equality in UNICEF programmes; (b) A reiteration of the UNICEF position on the promotion of women's rights and empowerment; (c) The need to include gender issues affecting men and boys, including the potential role of fathers to promote increased gender equality and rights; (d) A conceptual framework that clearly outlines and analyses the complementarity with a human rights-based approach to programming (HRBAP), results-based management (RBM) and gender equality, including the interface among the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and gender equality; (e) The position of UNICEF on integrating gender equality within emergency contexts; and (f) A requirement for an annual report-back mechanism to the Executive Board.	**Accepted**. Gender policy will be updated, building on recommendations of the evaluation, consulting with partners and working within existing gender equality architecture. The new policy will be issued via the intranet and the Internet and promoted through inclusion in the core organizational guidance and training.	1. A. Draft policy completed end 2008	1. A. Consultations on draft policy completed; gender policy will be finalized, issued and incorporated in programme training and regional management team (RMT) discussions.
1. B. **Develop an operational guidance for the different development programme sectors, including emergency contexts** To help operationalize the policy, it also needs to: (a) Be translated into all of the official United Nations languages; b) Be accompanied by operational guidance by sector;	**Accepted**. UNICEF will prepare operational guidance on gender in line with inter-agency guidance, covering the medium-term strategic plan (MTSP) focus areas and in emergencies, using a common template.	1. B. Terms of reference (TOR) completed for operational guidance on gender equality in each of the five MTSP focus areas, emergencies, humanitarian action; and communication for development.	1. B. Focus area guidance finalized and disseminated through programme instructions and through network meetings of MTSP focus area specialists.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
(c) Provide operational guidance on gender equality issues within the development programming sectors and in emergency contexts; (d) Include an updated approach to gender analysis in programming that is rights-based, inclusive of men and boys, and takes a life cycle and settings approach; and (e) Be produced in two versions: (i) A short version that states core principles and serves as a fundamental platform statement; and (ii) A longer version that explains the policy in more detail to capture the complexity and importance of gender equality work of UNICEF.			Gender equality community of practice established at global and regional levels.
2. Determine and clarify concepts and terminologies to be used in relation to gender equality in UNICEF UNICEF seriously considers adopting new language and terminology that reflects exactly what the organization is trying to achieve with its gender equality policy. For example, UNICEF should speak about increased equality between women and men and boys and girls in specific contexts as opposed to using the more generic term "gender equality".	**Accepted**. UNICEF will prepare "lexicon" of gender terminology and concepts to accompany the revised policy.	2. Accompanies draft gender policy (1.A), completed late 2008.	2. Lexicon distributed to all staff and shared with partners.
Strategy **3. UNICEF Executive Director to restate UNICEF's commitment to promoting gender equality** UNICEF Executive Director restates UNICEF commitment to promoting increased gender equality and communicates this message clearly to UNICEF staff, particularly senior management.	**Accepted**. Gender evaluation and management response disseminated, indicating follow-up responsibilities at headquarters (HQ), regional office (RO) and country office (CO) levels; when completed, gender policy will be similarly disseminated; staffing capacity strengthened and funding needs addressed.	3. D-1 follow-up coordinator post established and filled. Staffing capacity of HQ section responsible for gender strengthened, with two posts. Biennium guidelines prioritizing gender equality issued.	3. New gender policy issued.
and establish a Gender Policy Revitalization Task Force			

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
The Director also establishes a senior-level Gender Policy Revitalization Task Force with the authority to make significant changes as needed, accompanied by adequate funding and human resources.	**Accepted**. The follow-up to the gender evaluation will be led by the Director of Policy and Practice, reporting to Executive Director and Global Management Team. A Gender Task Force established, representing divisions and all regional offices, guiding and monitoring follow-up.	Director of Policy and Practice designated to lead Gender Task Force and report to Executive Director. Gender Task Force established, met periodically.	Report on progress in gender evaluation follow-up during 2009 and through subsequent annual reports of country and regional offices and HQ divisions.
4. UNICEF Board to ensure that the 2008 MTR of MTSP 2006-2009 includes and makes cross-cutting the gender equality component			
UNICEF Executive Board ensures that gender equality is visibly and explicitly integrated as a cross-cutting issue in the MTSP in all focus areas and relevant indicators as a part of the 2008 midterm review process.	**Accepted**. Gender equality results have been incorporated as part of the MTR-MTSP process, and into the revised key results matrix and indicators of the MTSP.	4. Completed and presented within the MTR of the MTSP report to the Executive Board, September 2008.	4. Monitor key results of all focus areas and performance indicators.
5. UNICEF Executive Board will include gender as a regular agenda item for the reporting to the UNICEF Board for all sectors.			
The Executive Board agenda includes gender equality as a regular agenda item on which different UNICEF actors are required to report regularly.	**Accepted**. While the response to this recommendation is in the purview of the Executive Board, the UNICEF secretariat suggests reporting to the Board on progress achieved at the first 2010 regular session as well as routinely through the Annual Report of the Executive Director.	5. Executive Board in its decision 2008/10 requested that the Annual Report of the Executive Director include reporting on progress in achieving gender equality results.	5. 2009 Annual Report of the Executive Director includes progress in achieving gender equality results.
Accountability			
6. UNICEF to create an accountability system at all levels, integrating gender equality in development and emergency programming and achievement of gender equality results.			
UNICEF builds in significantly stronger accountability systems at all levels for integrating gender equality into its programming and for achievement of gender equality results, including, potentially, a mandatory gender equality review and sign off system for the approval of programme documents and funding.	**Accepted**. UNICEF will address gender equality strengthening in the context of organizational improvement initiatives, with inclusion of appropriate mechanisms, results and indicators to measure and report on the cross-cutting aspects of UNICEF work.	6. Gender accountability frameworks of partners analysed for best practice and UNICEF approach identified.	6. Agreed gender accountability approach integrated into organizational improvement.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
7. Managers to be held accountable for gender equality skills development of themselves and their staff			
UNICEF instructs its managers to ensure that the performance evaluation report (PER) of each person they supervise include gender equality programme skills development and key assignments related to gender equality integration, as appropriate for the specific position, and that senior management holds its managers accountable for doing so.	**Accepted**. To be implemented through application of the revised gender policy and through gender equality learning materials.	7. Inter-agency e-learning course on gender equality programming finalized for piloting.	7. Gender policy will include PER requirement for staff. Final e-learning course launched, mandatory for all management and programme staff. Heads of office report percentage (%) of staff completing course.
Staffing and gender expertise			
8. UNICEF to create and appoint a full-time Gender Adviser position at RO level and reinstate biannual regional focal point meetings and strengthen RO expert support on gender equality to COs			
UNICEF appoints a full-time Regional Gender Equality Adviser in each RO and ensures that these advisers have at least some expertise and awareness of gender and emergencies. UNICEF also reinstates the biannual regional Gender Focal Point (GFP) meetings and builds the capacity of all Regional Advisers to provide feedback on gender equality issues to the COs for their sector of responsibility.	**Accepted**. Regional offices will have flexibility in how gender capacity will be strengthened.	8. ROs have assessed needs and identified form of gender expertise required; needs integrated into regional gender evaluation follow-up plans. 2010/2011 biennium budget guidelines give priority to strengthening capacity to support for gender equality results.	8. RO capacity-building plans rolled out; impact of differing approaches monitored and assessed. 2010/2011 budget submissions reflect increased gender programming capacity.
9. Add three senior positions in GRU on gender and upgrade the GRU Head of Unit position to D-1 level			
UNICEF adds at least three senior gender specialist positions to the Gender Equality and Human Rights Unit (GEHRU), including one with particular expertise in gender and emergencies, and upgrades the position of GEHRU's head to the D-1 level.	**Accepted**. UNICEF will strengthen its HQ capacity, but the form will be determined through the budget process. This process will be informed through a comparison of gender expertise and capacity in UNICEF and other UN agencies, followed by proposal for the 2010-2011 biennium budget. Specific proposals for GRU will be kept under review pending broader analysis of capacity requirements.	9. A D-1 Principal Adviser on Gender appointed, for coordinating implementation of gender evaluation response with support of Gender Rights, and Civic Engagement Section; team expanded to include quality assurance manager and knowledge management specialist responsible for	9. Additional human resource capacity to support HQ follow-up. 2010/2011 biennium budget submission to propose enhanced GRU capacity, e.g. through other resources and institutional partnerships.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*

		enhancing accountability for gender and capturing best practice in gender results.	
10. EMOPS HQ/RO/CO to strengthen their technical capacity on gender equality in the emergency context and create a Senior Gender Adviser position (P-5) within EMOPS			
UNICEF substantially strengthens gender capacity in an emergency context within EMOPS HQ/RO and COs by appointing a Senior Gender Adviser (P-5) and by embedding gender capacity in the different clusters	**Accepted**. The Office of Emergency Programmes (EMOPS) already has a number of capacity-building initiatives in place. These will continue and evolve based on continued analysis.	10. Gender and Human Rights Adviser post established in EMOPS HQ. A second Gender Manager recruited.	10. Funding secured for Gender and Human Rights Adviser and Gender Manager. Potential for additional post in next Office Management Plan (OMP) explored.
11. Revise JDs to ensure that all JDs include gender equality as a cross-cutting issue and ensure recruitment processes include assessment of potential staff members' gender knowledge and experience; it should also be a factor considered for promotions			
UNICEF revises its generic job descriptions to explicitly include responsibility for gender equality in programming; ensures that recruitment processes include questions about candidates' understanding of and experience in gender equality; and makes staff performance on gender equality one factor to be considered in decisions about promotions.	**Accepted**. UNICEF will review generic job descriptions (JDs) and competency frameworks to reflect best practice on incorporation of gender equality. This will link to ongoing work on competencies. Interview protocols will include suggested questions covering diversity/inclusion/gender.	11. TOR for revision of generic JD by MTSP focus area and by managerial category completed.	11. Generic JDs for all sectors and categories revised to include responsibility for gender in programming, and rolled out for use in recruitment and reassignment in 2009.
12. Create a pool of female and male gender experts within specific sectors and areas for short-term assignments (3-6 months) at CO level			
UNICEF develops a roster of male and female regional and national gender specialists with gender expertise in specific areas (for example, gender and 73 emergencies, gender and water and sanitation, gender and nutrition, gender and education, etc.), who could be called upon to support the ROs, COs and national partners	**Accepted**. Policy and Practice to design process in collaboration with Programme Division, EMOPS and Division of Human Resources, including a series of advertisements on the Internet and in print to solicit applications for the roster as well as a mechanism for ad hoc applications.	12. Advertisements for gender equality experts placed in international and regional journals; HQ and ROs develop rosters of experts.	12. A vetted global roster of experts accessible to all offices. Gender equality capacity improvement plan for institutional excellence developed and implemented.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
13. **Restructure and strengthen the Gender Focal Point (GFP) system by creating TORs focusing on information sharing**			
UNICEF strengthens its GFP system by developing a clear set of TORs that focus on the GFP role in disseminating gender-related information to their colleagues; additionally, both ROs and COs adopt a gender task force model that calls for a GFP in each programme area who would report to a lead GFP at the Deputy Representative or Deputy Regional Director level.	**Accepted**. Will undertake a review of the current GFP situation in the field; UNICEF will then prepare and implement a strategy for a reinvigorated gender focal point system based on review's conclusions.	13. Generic TOR for GFP at RO and CO level developed and disseminated	13. All GFP capacity strengthened by attending at least one expert workshop and one meeting.
Capacity-building and training			
14. **Develop a comprehensive gender equality capacity-building and training programme for staff at all levels and make it compulsory**			
UNICEF develops a comprehensive gender equality capacity-building programme for its staff at all levels, including mandatory online training on gender analysis and gender in emergencies for all programme staff and managers; reinstitutes an introductory corporate gender training programme; and revises training for senior managers to ensure that it includes relevant gender equality components.	**Accepted**. UNICEF will complete an Introductory E-learning Course on gender equality, a CD-ROM based training course (under development with UNDP, UNFPA and UNIFEM) as a foundation course for management and programme staff. This will be linked with new Learning Strategy. Sector-specific training will accompany the Introductory Course	14. Inter-agency E-learning Course on Gender Equality programming finalized for piloting. Gender perspectives included in curriculum for corporate leadership course at both mid- and senior-level management.	14. Final E-learning Course launched. Instruction issued making e-learning mandatory for management and programme staff. Heads of office report on % completing course. Guidance on gender equality in programme sectors completed and accompanied by training modules.
15. **Review existing gender tools and checklists for gender equality, and disseminate to RO/CO levels**			
UNICEF revises its existing gender tools and checklists for integrating gender equality into development and emergency programming and where there are gaps, develops easy-to-use sector-based guidance, tools, checklists, and performance indicators on gender equality in programming and distributes these to staff at all levels	**Accepted**. UNICEF will undertake a review of current tools and checklists, followed by a plan for filling gaps and will develop and issue appropriate capacity development materials	15. Strengthened gender perspective incorporated in Situation Analysis Guidelines, in CPD quality assurance, and criteria for AWP review; baseline created based on the new criteria.	15. Ongoing development and dissemination of existing and new gender tools, checklists and indicators.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
		Gender mainstreaming checklists developed for UNICEF programme and policy response to food price increases. Quality Assurance Manager position in HQ Gender, Rights and Civic Engagement Section established & filled.	Quality assurance mechanisms for Gender equality results across MTSP areas developed and applied. Gender mainstreaming checklists applied to UNICEF humanitarian response programmes. Strengthened and consistent application of Quality Assurance mechanisms.
16. **Create a system for information sharing of experiences, capacities, good practices and strategies both on development and emergency programming. Promote research in order to identify good practices and document evidence** UNICEF captures, validates and shares lessons learned, good practices and experience in gender equality programming in both development and emergency contexts by setting up diverse knowledge management systems. For example, conducting exit interviews with outgoing staff to ensure that corporate memory related to good practices in gender equality is not lost; establishing an active Intranet peer self-help discussion group (possibly in collaboration with the UNDP); working closely with other UN agencies to exchange good practices and strategies; and asking GEHRU and EMOPS to disseminate this information regularly to the Executive Board, member states, ROs and COs.	**Accepted**. Will develop and implement knowledge management plan for gender in programming as part of the new Integrated Knowledge Management Strategy and System. HQ will promote research priorities with ROs and COs	16. Included in the Knowledge Management Institutional Improvement Project. Enhanced exchange of good practices and strategies through the Inter-agency Community of Practice on Gender Training Led by UN-INSTRAW.	16. Knowledge Management products on gender equality developed and shared. Gender Equality Community of Practice piloted at global and regional level, within the framework established by the Knowledge Management Improvement Project. Results used to bring to scale during 2010-2011 biennium.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
Development programming			
17. **Gender analysis to become mandatory for CPAPs, CPDs, MTRs and Emergency Preparedness Response Plans**			
UNICEF makes gender analysis a mandatory element to inform both development and emergency programme planning processes.	**Accepted**. Incorporation of gender analysis into key programme documents will be driven by UNICEF and joint UN quality assurance systems, programme guidance and capacity-building.	17. See actions under Rec. 15.	
18. **Review and revise the PPPM, SitAn, MTR to ensure that gender equality guidelines exist and are useful tools to integrate gender equality into CPDs, CPAPs, AWPs, IMEPs, CCAs, UNDAFs, etc.**			
UNICEF undertakes a review and revision of the PPPM, SitAns, and midterm reviews to ensure that the gender equality guidelines are effective tools to help guide the integration of gender equality into all programming processes and documents	**Accepted**. UNICEF is currently revising and strengthening the gender components of the *Programme Policy Manual*. Guidance has been incorporated into the situation analysis guidelines. UNICEF continues to support the inclusion of gender guidance in the CCA/UNDAF guidelines of the UNDG. Other guidance will continue to be reviewed and improved as appropriate.	18. See actions under Rec. 15 Gender equality perspective in the UNICEF Core Programme Guidance and training materials strengthened.	18. Updated programme guidance and training material issued/used by country programmes.
19. **UNICEF to assess what are primary gender disparities affecting men and boys and ensure they are addressed effectively**			
UNICEF assesses key gender disparities affecting men and boys within the context of its mandate and ensures that country programmes address these issues as needed.	**Accepted**. A research exercise will be conducted looking at the situation and role of men and boys with regard to each MTSP focus area with a specific focus on emergencies. Possibilities to conduct this research as an inter-agency exercise or region-specific and with donor support will be explored.	19. Discussions on joint research exercise initiated with IRC, ROs, UN agencies, and other partners. Forty country child poverty studies launched; will analyse gender disparities and the policies which affect them.	19. Research projects launched at HQ, RO and CO levels. Forty country poverty study results issued and analysed from the gender perspective

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
20. **ROs and COs to develop regional and country gender equality strategies and action plans and ensure funding of these components**			
ROs work with COs to develop regional and subregional gender equality strategies and action plans, and each CPD contains an explicit and funded strategy for gender equality, which is part of UNICEF's approach to development cooperation and humanitarian assistance.	**Accepted**. UNICEF will accompany the new Gender Policy with a medium-term plan to support the MTSP and lead to institutional excellence. ROs will develop strategies to meet the objectives of the plan, incorporating regional specificities. COs will be required to reflect a gender equality strategy as part of CPDs/CPAPs	20. Pending Gender Policy update and Plan, ROs plans for immediate capacity development completed.	20. Regional strategies for implementing Gender Policy developed
Integrating gender within an emergency context			
21. **UNICEF should conduct an in-depth evaluation of gender equality issues in emergency programming and implementation as first step towards developing a strategy which identifies UNICEF specific needs in this area**			
UNICEF undertakes a more in-depth evaluation of its work in integrating gender into emergency programming to serve as a comprehensive diagnostic of the gaps and challenges and provide the foundation for the formulation of a forward-looking strategy focused on UNICEF specific needs in this area.	**Accepted**. This in-depth evaluation will build on outcome of activities already under way for strengthening functions of gender analysis in emergencies, and gender equality results in humanitarian programme delivery.	21. EMOPS functions strengthened. Six countries initiate pilots strengthening capacity to analyse and adapt programmes for gender equality results in emergencies.	21. Further strengthening of capacities for gender equality results in humanitarian programmes. Gender equality systematized into emergency programming; experiences shared through a global consultation. Piloting expanded to additional countries, knowledge management strengthened.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
22. Revise and update the CCC and the *Emergency Field Handbook* to ensure that they will integrate gender equality guidance, including identification of specific group identification based on their sex (f/m vs. age) and for all phases of emergency situations			
UNICEF reviews and revises the CCCs and the *Emergency Field Handbook*: a Guide for UNICEF Staff to ensure they provide effective guidance on integrating gender into the different phases and types of emergencies, especially with regard to how to conduct gender analysis to support emergency preparedness and assessment processes; how to consider gender equality issues in the cluster approach; and how to explicitly identify vulnerable groups by sex and age groups within diverse emergency contexts.	**Accepted**. UNICEF will review CCCs and *Emergency Field Handbook* accordingly.	22. CCCs revised with a strengthened gender equality perspective. Revision of the *Handbook* to be determined.	22. Gender equality dimensions integrated in revision of policy documents such as humanitarian response (HR) and internally displaced populations (toolkits; etc.).
23. UNICEF to instruct staff to lead on advocacy for gender equality in all different types and phases of emergency situations			
UNICEF decides to act as an advocate for integrating gender equality into the different types and phases of emergencies with its inter-agency partners and provides its field staff with clear directions on how they could play a leadership role within the coordination process required for this to be effective, for example, by holding stakeholder consultations on the recently released IASC *Gender Handbook on Humanitarian Action.*	**Accepted**. UNICEF will review current training tools and guidelines for work in emergencies that decisively identifies and responds to opportunities for improved focus on advocacy for gender equality.	23. Inter-agency Gender Training tools and guidelines for work in emergencies developed and disseminated, in close collaboration with Inter-Agency Standing Committee-Sub Working Group (IASC-SWG) on Gender. New handbook strengthening advocacy in emergencies incorporates gender perspective	23. Gender equality dimension in the work of the Emergency Response Clusters strengthened through the IASC-SWG on gender. Further strengthening and systematization of UNICEF HQ support functions with respect to gender.
Financing gender mainstreaming			
24. Ensure a core resource budget allocation at global/RO/CO levels, supplemented by external funding			
UNICEF ensures there is a dedicated core resource budget allocation to bolster its gender mainstreaming processes and to demonstrate its commitment to this process by limiting external funding to no more than 50 per cent of the total. Given the scope of gender mainstreaming as a cross-cutting strategy and the serious weaknesses in UNICEF staff capacity in this area, UNICEF should consider developing a major capacity-building initiative for gender	**Accepted**. UNICEF will strengthen mainstreaming of gender in all available budgets and seek other resources (OR) to enhance its gender equality capacity and results, as necessary. UNICEF will also work together with the Inter-Agency Network on Women and Gender Equality to develop an improved tracking system for expenditure on	24. Best practice of tracking expenditure for gender equality results analysed, and usefulness for organization performance management determined.	24. Options for including gender expenditure tracking explored in context of ERP institutional improvement project.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
equality similar in scale to the *DFID-UNICEF Programme of Cooperation*.	gender equality and to track expenditure to the end of this MTSP period.		
United Nations coherence			
25. **Strengthen UNICEF contribution in common programme activities at HQ/RO/CO levels, as well as its role in UNGTGs on gender. UNICEF to collaborate in ensuring there will be annual workplans with funding on gender equality to be implemented by the UNCTG on gender**			
UNICEF works more actively at the UNCT levels to develop a common approach to gender equality, including increased support for joint initiatives such as the country-based UNGTGs. For example, UNICEF could commit more significant and stable human and financial resources to the UNGTGs to support the implementation of an annual workplan that goes beyond organizing International Women's Day activities to include tasks such as monitoring gender equality inputs in the CCA and UNDAF.	**Accepted**. It is envisaged that UNICEF will become even stronger in inter-agency contexts as it strengthens its own capacity. Many activities are already under way. UNICEF will prepare a note taking stock of what is already under way. It will ensure proper consideration of gender equality in joint programmes.	25. Strengthened support to three self-selected UNCTs on Coordinated and Holistic Programming for Gender Equality, through the Action Learning Process Initiative with UNICEF and UNIFEM as Task Managers (deliverables of the TCPR Implementation Plan 2008-2009).	25. Action learning process initiative finalized and results used to bring field actions further to scale. UNICEF experience participating in seven joint UN programmes financed by the Spanish MDG-Fund's Thematic Window for Gender Equality will be analysed to improve UNICEF contribution to joint programmes.
Engagement with partners			
26. **UNICEF to map its gender equality partners and potential new partners at global, regional and country levels**			
UNICEF reviews the track record of its partners and their expertise in gender equality and maps potential new "gender" partners to involve in its planning and programming processes at the global, regional and national levels	**Accepted, with reservations**. This is a major task where any mapping would quickly become outdated. It is also not clear what the value-added of a global mapping would be. In addition, selection of partners will be guided by the Organizational Strategic Framework on Partnerships. However, regional and country offices will be encouraged to consider whether this adds value at their levels	26. Inputs into gender expert institutions and consultants' roster received.	26. Gender equality partners identified; selected partners participate in consultations around new gender policy at global and regional level.

Recommendation (text from the gender evaluation)	*Management response*	*Actions 2008*	*Actions 2009*
27. **Use DevInfo and other field-based data-collection systems in the monitoring of gender equality impact of direct budget support and other funding agencies — and share this information with UN partners**			
UNICEF considers working with donor and UN partners to use its DevInfo and other field-based data-collection systems to help monitor the gender equality impact of direct budget support as one means of reversing the trend of the new aid architecture's shift away from attention to gender equality issues.	**Accepted**. UNICEF will continue to build on its collaboration with UN Statistics Division to fill the gaps in data, publish a new issue of GenderInfo in 2009, and lay the groundwork for an annual issue thereafter.	27. Agreement with UN-DESA to publish new issue of GenderInfo. Identification of expert capacity for data disaggregation.	27. 2009 issue of GenderInfo published with UN-DESA. Infrastructure laid for annual issues.